LEADERSHIP

INTRODUCTION

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leadership is defined as the process of influencing others to get the job done more effectively over a sustained period of time. Leaders play a critical role in influencing the work behavior of others in the system.
According to **Pearce &Robbinson**, "Leadership is the process of influencing others to work towards the attainment of specific goals."

Importance of Motivation

- Tasksupport
- Psychological Support
- Development ofindividuals
- Building the teamspirit
- Motivation
- Providesfeedback
- Facilitateschange
- Maintains discipline

STYLES OF LEADERSHIP

A-Autocratic style, also known as authoritarian leadership, is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their own ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over agroup.

Characteristics of Autocratic Leadership
Some of the primary characteristics of autocratic leadership include:

- Little or no input from groupmembers
- Leaders make thedecisions

•Group leaders dictate all the work methods and processes
•Group members are rarely trusted with decisions or important tasks

Advantages :
Autocratic leadership can be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Some projects require strong leadership in order to get things accomplished quickly and efficiently.
In situations that are particularly successful, such as during military conflicts, group members may actually prefer an autocratic style. It allows members of the group to focus on performing specific tasks without worrying about making complex decisions..

Disadvantages :
While autocratic leadership can be beneficial at times, there are also many instances where this leadership style can be problematic. People who abuse an autocratic leadership style are often viewed as bossy, controlling, and dictatorial, which can lead to resentment among group members.
Because autocratic leaders make decisions without consulting the group, people in the group may dislike that they are unable to contribute ideas.

B-Democratic style

It is also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Researchers have found that this learning style is usually one of the most effective and lead to higher productivity, better contributions from group members, and increased groupmorale.

Characteristics :

Some of the primary characteristics of democratic leadership include:
•Group members are encouraged to share ideas and opinions, even though the leader retains the final say over decisions.
•Members of the group feel more engaged in the process.
•Creativity is encouraged and rewarded.

Advantages :

Because group members are encouraged to share their thoughts, democratic leadership can leader to better ideas and more creative solutions to problems. Group members also feel more involved and committed to projects, making them more likely to care about the end results. Research on leadership styles has also shown that democratic leadership leads to higher productivity among group members.

Disadvantages :

While democratic leadership has been described as the most effective leadership style, it does have some potential downsides. In situations where roles are unclear or time is of the essence, democratic leadership can lead to communication failures and uncompleted projects. In some cases, group members may not have the necessary knowledge or expertise to make quality contributions to the decision-making process.
Democratic leadership works best in situations where group members are skilled and eager to share their knowledge. It is also important to have plenty of time to allow people to contribute, develop a plan and then vote on the best course of action.

C-Laissez-faire style

This style is also known as delegative leadership, is a type of leadership style in which leaders are hands-off and allow group members to make the decisions. Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members.

Characteristics :

•Very little guidance from leaders
•Complete freedom for followers to makedecisions
•Leaders provide the tools and resourcesneeded
•Group members are expected to solve problems on their own

Laissez-faire leadership can be effective in situations where group members are highly skilled, motivated and capable of working on their own. While the conventional term for this style is 'laissez-faire' and implies a completely hands-off approach, many leaders still remain open and available to group members for consultation andfeedback.

Disadvantages

Laissez-faire leadership is not ideal in situations where group members lack the knowledge or experience they need to complete tasks and make decisions. Some people are not good at setting their own deadlines, managing their own projects and solving problems on their own. In such situations, projects can go off-track and deadlines can be missed when team mem

THEORIES OF LEADERSHIP

There are three major approaches to leadership: a) trait theories, b) behavioral theories, c) situational theories. Trait theories highlight that there exists a finite set of individual traits or characteristics that distinguish successful from unsuccessful leaders. Behavioral theories highlight that the most important aspect of leadership is not the traits of the leader, but what the leader does in various situations. Successful leaders are distinguished form unsuccessful leaders by their particular style of leadership. Situational theories outlines that the effectiveness of the leader is not only determined by his or her style of behavior, but also by the situation surrounding the leadership environment. Situational factors include the characteristics of the leader and the subordinates, the nature of the task and the structure of the group.

TRAIT THEORY:

Some of the significant characteristics of leaders are categorized as follows:

- Physical Characteristics – age, appearance, height,weight
- Social Background – Education, social status,mobility
- Intelligence – Intelligence, ability, judgment, knowledge, decisiveness, fluency ofspeech
- Personality – Aggressiveness, alertness, dominance, enthusiasm, extroversion, independence, creativity, personal integrity,self-confidence
- Task-related Characteristics – Achievement drive, drive for responsibility, initiative, persistence, enterprise, taskorientation
- Social Characteristics – Administrative ability, attractiveness, cooperativeness, popularity, prestige, sociability, interpersonal skill, tack anddiplomacy

The list of important leadership traits is endless and grows with each passing year. It has

not yet been shown that a finite set of traits can distinguish successful from unsuccessful leaders. For example, successful research administrators are usually inquisitive, independent,perspective, and experts within their field. Successful sales manages are usually high-needachievers

gregarious, enthusiastic and project a professional stature, What may be important traits for one occupation may not be important for other roles in the same organization. Uniformity of traits across all levels is thus questioned. Trait identifies who the leader is, not the behavioral patterns he or she will exhibit in attempting to influence subordinateactions.

BEHAVIOURAL THEORY:

The foundation for the style of leadership approach was the belief that effective leaders utilized a particular style to lead individuals and groups to achieving certain goals, resulting in high productivity and morale. Unlike trait theories, the behavioral approach focused on leader effectiveness, not the emergence of an individual as a leader. There are two prominent styles of leadership such as task orientation, and employee orientation.

Task orientation is the emphasis the leader place on getting the job done by such actions as assigning and organizing the work, making decision, and evaluating performance. Employee orientation is the openness and friendless exhibited by the leader and his concern for the needs of subordinates. Two major research studies directed toward investigating the behavioral approach to leaderships is i) Ohio State University Studies and ii) University of Michigan Studies.

Ohio State Studies: Initiating Structures and Consideration: They identified two independent leadership dimensions.

- Initiating Structure: This concerned the degree to which the leader organized and defined the task, assigned the work to be done, established communication networks and evaluated work-groupperformance.
- Consideration, which was defined as behavior that involves trust, mutual respect, friendship; support and concern for the welfare of the employee. Consideration refers to an emphasis on an employee orientation leadership style. Their findings indicated that a mixture of initiating- structure and consideration leader behavior, which are achieved the highest effectiveness, depends largely on situationalfactors.

Michigan State Studies: Two distinct styles of leadership were developed from their studies:

- Job-centered leaderships style, which focused on the use of close supervision, legitimate and coercive power, meeting schedules and evaluating workperformance.
- Employee-centered style, which is people oriented and emphasis delegation of responsibility and a concern for employee welfare, needs, advancement and personal growth. Their findings reported that employee centered and job centered styles result in productivity increase. However, job centered behavior created tension and pressure and resulted in lower satisfaction and increased turnover and absenteeism. Employee centered style is the best leadershipstyle.

-Leadership's style is too complex to be viewed as uni-dimensional, but more than two dimensions may complicate the interpretation of leadership behavior. The measurement of leadership style for each of the approaches was accomplished through the use of questionnaire. This method of measurement is both limited and controversial. Further, in search of the most effective leadership's style, the research findings suggested that a universally accepted best style was inappropriate to the complexities of modern organizations.

Managerial Grid: The five basic approaches to management identified by Black and Mouton arebasedonthetwodimensionsofconcernofpeopleandconcernforproductionthatare

associated with leaders. A managerial grid is formed based on these two dimensions which are rated on 9 point scale. If manager is securing the lowest score on these two dimensions I,I is identified as impoverished style of managers who are low on both their concern of people and production, 1,9 or country club style is designated to those managers who are having high concern for people but low concern for production. The 5, 5 or the middle-of-the road style concerns the moderate levels of concern for both people and production. The 9,1 or task management style is one where there is a high concern for production but very little concern for people and finally, 9,9 or team management style is one where the manager has high concern for both people and production. According to Blake and Mouton the one best style for all mangers is the 9,9 or team management style.

Likert's System Four Model: Rensis Likert suggests that managers operate under four different systems.
System I – Exploitative Authoritative: The manager believes in very authoritarian manner and actually exploits the subordinates
System II – Benevolent Authoritative: The manager takes a paternalistic approach while still being autocratic. Behaving as benevolent autocratic, the leader maintains strict control over the subordinates albeit in a paternalistic manner.
System III – Consultative: The manager consults the subordinates and still maintains the right to make the finaldecision.
System IV – Participative Groups: The manager uses a democratic style and makes decision by consensus and majorityvote.

Likert feels that the best way for all organizations to manage employees is to move towards System IV.

Situational Theory:

Situational approaches to leadership take the position that there is no "one best way to lead in all the situations. Effective leadership style will vary from situations to situation, depending on several factors such as the personality predisposition of the leaders, the characteristics of the followers, the nature of task being done and other situationalfactors.
Tannenbaum and Schmidt reported that the use of authority by the manager (boss centered leaderships style) or the area of freedom given to subordinates (subordinate centered leadership) is a function of the following factors such as i) forces in the manager – value system, confidence in subordinates, leadership predispositions and feelings of security and insecurity), ii) forces in the subordinates (their needs for independence or dependence, readiness to assume responsibility, tolerance for ambiguity, abilities, knowledge and experience and inclination to participate in decision making) and iii) forces in the situation (type of organization, group effectiveness, time pressures and the nature of the problemitself)

Fiedler's Contingency Model of Leadership: Fiedler developed a model to predict work group effectiveness by taking into consideration the best fit between the leadership style and the degree of favorableness of the situation. The following three factors are considered to check whether the situation will be favorable or unfavorable. These factors are i) Leader- Member relations, ii) Task structure of the group, iii) Perceived position power of themanager.

Leadership Style Assessment – Leased Preferred Coworkers Scale: Fiedler developed a scale to rate the type of relationship a supervisor holds towards the least preferred coworkers on a twenty-item questionnaire. The supervisor is asked to describe the person with whom he has

associated with leaders. A managerial grid is formed based on these two dimensions which are rated on 9 point scale. If manager is securing the lowest score on these two dimensions I,I is identified as impoverished style of managers who are low on both their concern of people and production, 1,9 or country club style is designated to those managers who are having high concern for people but low concern for production. The 5, 5 or the middle-of-the road style concerns the moderate levels of concern for both people and production. The 9,1 or task management style is one where there is a high concern for production but very little concern for people and finally, 9,9 or team management style is one where the manager has high concern for both people and production. According to Blake and Mouton the one best style for all mangers is the 9,9 or team management style.

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worked least well in accomplishing some task. The model postulates that a low LPC score (unfavorable avoidable evaluation) indicates the degree to which a leader is ready to reject those with whom he cannot work. Therefore, the lower the LPC score, the greater the tendency for the leader to be task oriented. On the other hand, a high LPC (favorable evaluation) indicates a willingness to perceive even the worst coworker as having some positive attributes. Therefore, the higher the LPC score, the greatest the tendency for the leader to be employee oriented.

Favorable Situation: The situation is considered as highly favorable if it possess a high level of positive interpersonal relations between leaders and members, a well-defined task structures and a leaders perceive that they are bestowed with strong perceived positional power. Insuch type of situation the leader will have a great deal of control over situations and will simply have to make sure that he gives the necessary instructions to get the task done. There is no need for him to waste time talking to each employee in order to be perceived as friendly. A task-oriented style will be effective in such situation.

Unfavorable Situation: The situation is considered as highly unfavorable if it possesses a low level of interpersonal relationship between leaders and members, a poorly defined task and a relatively a weak perceived power. The leader of a task-force committee which is appointed to solve problems encountered in the work setting is likely to find him in such a situation. In such type of situation, the leader is in highly vulnerable situations and there is no other way to enforce a strict discipline and order to bring the situation in normalcy than following relationship orientedstyle.

Moderately Favorable Situation: Here the leader might find herself in a mixed situation. For instance, a manager might have good relationship with her workers, but the task structure and position power of the leader may be low. For example, a bank officer may have a good relationship staff member, but the task structure or the power to control the staff members (either to reward or punish members) is not strong enough. In such situations, the manager will be very successful and get the desirable results if he follows more of relationships oriented style than task oriented task style. The major findings of fielder are that the task-oriented leaders perform better than relationship oriented leaders in both extreme situations that are very favorable and thosethat are unfavorable. Relationship oriented leaders tend to perform better than task oriented leaders in situations that are intermediate in favorableness. These findings suggest that each of the leadership style can be effective in certain situation. Fiedler also suggests that the organization can change the effectiveness of the group's performance by changing the favorableness of the situations or by changing the leader's preferred style through education and training.

Fiedler's contingency model has proven to be major addition to the study of leadership in organizations for a number of reasons. First, the contingency model was one of the first approaches to leadership that included situational factors within its theoretical framework. The model will probably continue to be an important source of new ideas, propositions and hypotheses about situational leadership. Second, it provides the subtle but important implication that one should not speak of leadership as being either good or poor. Rather, a more realistic viewpoint would be that a manager's style of leading may be effective in one situation but not in another. Finally, leadership effectiveness is a function of the leader's style and the interaction of situational factors. The organization may improve the effectiveness of a particular work

environment either modifying the situational factors or attempting to change the manager's leadership style.

Path-Goal Theory of Leader Effectiveness: A second situational theory of leadership has been proposed by House and Evan. The principle function of the leader is facilitating to increase valence perception of their subordinates and clarify and increase expectancy probabilities of them. This will in turn make them to put greater amount of effort and derive higher level of satisfaction and performance in their work. The theory is composed of two basic propositions such as i) role of the leader and ii) dynamics of the situation. The two main aspects of this model are as follows:

Leadership Role: Leader behavior is acceptable and satisfying to the extent that subordinates perceive such behavior as a source of satisfaction or instrumental to future satisfaction. There are four styles of leadership:

- **Directive Leadership Behavior:** This deals with planning, organizing, controlling and coordinating of subordinates activities by the leader. It is similar to the traditional dimension of initiating structure in that the leader's emphasis is on letting the subordinates know what is expected ofthem.

- **Supportive Leadership Behavior:** This concerns giving support consideration to the needs of the subordinates, displaying concern for their well-being and welfare and creating a friendly and pleasantenvironment.

- **Participative Leadership Behavior:** This deals with sharing of information and an emphasis on consultation with subordinates and use of their ideas and suggestions in reaching group- relateddecision.

- **Achievement-Oriented Leadership Behavior:** This deals with setting challenging goals, expecting subordinates to perform at the highest level, continually seeking improvement in performance. The leader wants good performance, but at the same time displays confidence in the ability of his subordinates to do a goodjob.

Dynamics of Situation: The leadership style is determined by the situation in which the leader functions. Two main factors that influence the situational effectiveness of the leader's behavior are: a) the characteristics of the subordinates and b) the characteristics of his work environment, including task, work group and other organizational factors. The theory proposes that leader behavior will be perceived as acceptable to subordinates to the extent that the subordinates see such behavior as either an immediate source of satisfaction or as needed for future satisfaction.

Characteristics of Subordinates: Subordinates characteristics are seen to partially determine this perception. The following are the characteristics:

- **Ability:** This refers to the subordinates perception of his or ownability
- **Locus of Control:** This deals with the degree to which an employee believes that he or she has control of what happens to him. People who believe that they controlled their environment and who believe what happens to them occurs because of their behavior are called internal.People

who believe what happens to them is not under their control and occurs because of luck or fate are externals.

- **Need and Motives:** A subordinate's dominant needs may affect the impact of leader behavior. For example, individuals with high safety and security needs may accept an instrumental leader style, but employees with high affiliation and esteem needs may react more positively to a supportiveleader.

Characteristics of Work Environment:

There are three broad aspects work environment such as i) task structures, ii) primary work group and iii) formal authoritysystem.

Path-Goal theory states that leaders can exercise four different kinds of styles such as directive leadership, supportive leadership, participative leadership and achievement oriented leadership. The Path-Goal theory postulates that any of the four styles can be used effectively by the leader, depending upon situational factors such as subordinate characteristics (ability internal or external locus of control, needs and motives), and attributes in the work setting (task characteristics, authority system and the nature of the primary work groups). If there is a good fit between the leadership style and the situational factors in the work setting, then subordinates will experience job satisfaction, accept and value the leader as a dispense or valued rewards and will engage in motivated behavior because they will know that their effort will lead to performance and that performance will lead to valued rewards. The rationale behind the theory is that leader can help the subordinates to achieve their goals by providing what is missing in the situation. Employees are helped by the leader to see the path by which their efforts will lead to performance and performance to desired rewards. The leader can take care of the missing links in the situation and facilitate to fulfill the needs of the subordinates. This suggests that leaders should involve their subordinates as much as possible in goal setting. This will enhance a person's sense of control over the organization's goal and have significant benefits in terms of job satisfaction, self-esteem and self-efficacy as well as productivity improvement for the organization. Goals need to be difficult enough to be challenging and yet realistic and achievable. Goal setting needs to be consistent across everyone and over time.

Hersey and Blanchard's Life Cycle Model of Situation Leadership: Heresy and Blanchard developed a situational model focusing on the followers characteristics. Successful leadership is achieved by selecting the right leadership style, which is contingent on the level of the followers' developmental level. It is the followers who accept or reject the leader, so that they are important factors in a leader's success. Blanchard defined developmental level as the skill and willingness of people to take responsibility for directing their own behavior. It consists of two components such as job maturity (Job competence – skills and abilities) and psychological maturity (motivation and willingness to take responsibility).

Situational Leadership Styles:

Situational leadership uses the same two leadership dimensions – task and relationship behavior. However, the situational leadership approach goes a step further by considering each as either high or low and then combining them into for specific leadership styles:

Directing, Coaching, Supporting and Delegating.

i) **Directing: (high directive – low supportive):** The leader defines roles and tells people what tasks to do and how, when and where to do them. It emphasis directivebehavior.
ii) **Coaching: (high directive – high supportive):** The leader provides both directive behavior and supportivebehavior)
iii) **Supporting (low directive-high supportive):** The leader and follower share in decision-making, with the main role of the leader being facilitating andcommunicating.
iv) **Delegating: (low directive-low supportive):** The leader provides little direction orsupport.

INSPIRATIONAL APPROACHES TO LEADERSHIP

These contemporary leadership theories view leaders as individuals who inspire followers through their words, ideas, and behaviors.

A. **Charismatic Leadership.** *Charisma*, as defined by Max Weber, is "a certain quality of an individual personality, by virtue of which he or she is set apart from ordinary people and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities. These are not assessable to the ordinary person, but are regarded as of divine origin or as exemplary, and on the basis of them the individual concerned is treated as aleader."

B. **Transformational Leadership.** While transformational leadership does divide leadership into two categories, these are not opposites but complements. Transformational leadership builds on top of transactional leadership and produces levels of follower effort and performance that go beyond what would occur with a transactional approach alone. But the reverse is nottrue.

Leadership Types. This theory of leadership divides leaders into two types, based on their methods and outcomes:

a. **Transactional Leaders:** those who guide or motivate their followers in the direction of establish goals by clarifying role and task requirements. These leaders were described in the other (non-inspirational) sections of thischapter.

b. **<u>Transformational Leaders</u>:** those who inspire followers to transcend their own self-interests for the good of the organization and are capable of having a profound or extraordinary effect on theirfollowers.

What Makes Leadership Effective:

The following points make the leadership effective. Sound mental and physical health
Knowledge and Intelligent Clear cut and worthy goal
Conviction
Sense of responsibility
Motivation
Initiative and Drive
Leader's own personality, past experience & expectation
Expectation&behaviour of his superior
Expectation &behaviour of his subordinate
Task Requirement
Organisational culture & climate